



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX  
FORT KNOX KENTUCKY 40121-5000

REPLY TO  
ATTENTION OF:

ATZK-S (385)

20 September 2001

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters  
Commanders, Fort Knox Partners in Excellence  
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Thunderbolt Six Policy Memo No. 38-20 - Risk Management

1. References.

- a. TRADOC Reg 385-2, TRADOC Safety Program, 27 Jan 00.
- c. TRADOC Reg 350-70, Systems Approach to Training Management, Processes, and Products, 9 Mar 99.
- c. FM 100-14, Risk Management, 23 Apr 98.

2. The Armor Center and Fort Knox must be prepared to conduct realistic and effective training in an environment that judiciously manages the risks faced by our soldiers and civilian employees. This is a responsibility of leadership at all levels and requires that risk management be integrated into all training development, planning and execution processes.

3. We operate in an inherently risky environment that calls for constant vigilance to mitigate risk. The objective of risk management is not to remove all risks, but to eliminate unnecessary risk. In those situations where resources are not available to control residual risk, or there are simply no other courses of action available to lessen the risk, leaders will make decisions to either accept the risk or elevate the risk decision to the proper level of command. Fort Knox risk decision acceptance authority is as follows:

- a. Extremely High Risk - TRADOC CG, DCG, or CofS.
- b. High Risk - Installation Commander.
- c. Moderate Risk - 0-6 level Brigade or Regimental Commander or Director and Commandant NCOA. This authority will not be delegated.

ATZK-S

SUBJECT: Thunderbolt Six Policy Memo No. 38-20 - Risk Management

d. Low Risk - 0-5 level Commander. This authority may be delegated to the next lower level.

4. Risk management allows us to operate successfully in the high risk environment associated with training at the Armor Center; while at the same time teaching soldiers in training that risk management is not a separate program but a routine part of planning and executing operational missions.

FORGE THE THUNDERBOLT!



R. STEVEN WHITCOMB  
Major General, USA  
Commanding

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